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DRAFT

8 January 1954

MEMORANDUM FOR: Chairman, Panel on Career Service for Women  
SUBJECT: Final Report of the Panel

1. The Panel's Report was reviewed by the CIA Career Service Board at its meeting on 23 November 1953. The Board decided to take no action on the Report until each member of the Board had reviewed it in detail and had had an opportunity to formulate his comments. At its meeting on 14 January the CIA Career Service Board again reviewed the Report giving consideration to the comments of the members. It is the desire of the CIA Career Service Board that your group be apprised of the Board's conclusions.

2. The Board commends the Panel for its careful, methodical and objective study. Letters of commendation are being sent to each member of the Panel and copies will be placed in their official personnel folder. It was particularly gratifying to note that the Panel passed up the opportunity to take the easier course of starting with the assumption that women were the victims of an Agency pattern of discrimination.

3. The Board believes that the status of women in the Agency does not call for urgent corrective action but, rather for considered and deliberate improvement primarily through the education of supervisors.

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The following comments are directed to the specific recommendations contained in the Report.

a. The Agency regulations currently provide that, "The most competent persons shall be recruited, selected and promoted on the basis of merit for positions at all levels. There shall be no discrimination regarding personnel because of favoritism, marital status, sex, race, color, religion or external pressure." (see CIA Regulation ). Thus, a new policy statement is not necessary. However, the Board is recommending that the Director discuss this matter with all Assistant Directors and Office Heads at an early staff meeting.

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b. The Board is recommending that the Assistant Director for Personnel establish a procedure for reviewing recruitment requests which indicate a preference for male or for female personnel. The procedure will require supervisors who initiate recruitment requests that state preferences for either sex, to include with the request a justification for the preference indicated. The purpose is to remind supervisors of the Agency policy and to require them to analyze the reasons for the requirements rather than to discourage them from making indication of specific preferences or requirements where these are warranted.

c. The Board believes that individuals should be selected for positions on the basis of merit, ordinarily without regard

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to sex, but it must be recognized that sex may be a legitimate and necessary consideration. Women should be considered on the same basis as men for any and all vacancies, provided the particular situation does not require one sex or the other.

d. A full-time counsellor for the Interim Assignment Branch is not believed necessary. There are, in the Personnel Office, Placement Officers and Personnel Relations Officers, some of whom are women, who are available in the same building to consult with personnel assigned to the Interim Assignment Branch. These individuals are full-time specialists and are fully qualified to deal with any personnel utilization or relations problem that may arise.

e. The appointment of a specialist in each major component to deal with problems of clerical personnel would tend to interfere with regular supervision. Any special attention needed by clerical personnel can best be provided in the process of day-by-day supervision. If the supervisor encounters special problems among his clerical personnel, which he is unable to handle, he has direct access to specialists in the Personnel Office who will assist him with the solution of these problems.

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f. It is present Agency policy that each supervisor provide continuing orientation for all personnel under his supervision.

g. The Agency's career service policies and procedures apply to all staff employees, including clerical personnel. Nothing should be said or written which would suggest otherwise. Office Career Service Boards should devote attention to career planning for clerical personnel as they would for professional personnel. Designating a particular Board member to give special attention to career planning for clerical personnel might be helpful, but it is believed that this is a matter for the Office concerned and not a subject for uniform Agency procedure.

h. The Board agrees that a serious need for supervisory training exists within the Agency. To this end, increasing emphasis is being placed upon training for supervisors at all levels in the organization. The policy statement of the Deputy Director on this subject, dated 4 January 1954, is attached for your information.

4. The Board recognizes the merit of the suggestions in paragraph III B and C of the Report. Since the suggestions apply equally to men and women, the Board will encourage the appropriate Agency components

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to give their active consideration in developing programs for the improvement of personnel management throughout the Agency. To insure that these problems will receive continuing attention and review, the Board is recommending that the Assistant Director for Personnel provide the Board with information on the statistical trends concerning the status of women at the time semi-annual personnel statistical reviews are compiled and evaluated.

LYMAN B. KIRKPATRICK  
Chairman  
CIA Career Service Board

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